

Community Assessment and Strategy

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Author's Name:	Chemonics International, Inc. International Development Ireland, Inc. PA Government Services Al Jidara IBLAW ICMD
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ACRONYMS

ACOR	American Center for Oriental Research
DoA	Department of Antiquities
AMIR	Achievement of Market-Friendly Initiatives and Results
ASEZA	Aqaba Special Economic Zone Authority
BDS	Business Development Services
CoE	Centers of Excellence
DCA	Development Credit Authority
EPC	Executive Privatization Commission
GBTI	General Business, Trade, and Investment
GDA	Global Development Alliance
HRD	Human Resources Development
INJAZ	Economic Opportunities for Jordanian Youth
IQC	Indefinite Quantity Contract
JAU	Jordan Applied University
JHA	Jordan Hotel Association
JITOA	Jordan Inbound Tour Operators Association
JRA	Jordan Restaurant Association
JHMA	Jordan Handicraft Manufacturers Association
JHTA	Jordan Handicrafts and Traders Association
JTB	Jordan Tourism Board
JTGA	Jordan Tour Guides Association
LOE	Level of Effort
M&E	Monitoring and Evaluation
MFI	Microfinance Institution
MoTA	Ministry of Tourism and Antiquities
MSME	Medium and Small Micro Enterprises
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
PPP	Private-Public-Partnership
PRA	Participatory Rapid Appraisal
PSP	Private Sector Participation
RSCN	Royal Society for the Conservation of Nature
SG	Secretary General
USAID	United States Agency for International Development
WTO	World Tourism Organization

SECTION I

Introduction

The SIYAHA project will assess and interact with those communities affected by a specific tourism cluster, product, route, or visitor experience that will be targeted by SIYAHA for assessment or for a demonstration project. This document presents SIYAHA's Jordan Tourism Development Project (SIYAHA) community assessment and strategy for Madaba, implemented by Chemonics International under GBTI Task Order Contract No. PCE-I-21-98-00015-00.

A. Community Assessment

SIYAHA has planned for the first year, four PRA/community assessments to support the assessment of the four site-based clusters in Jerash, Ajloun, Madaba and Wadi Rum. The decision to conduct the PRA's at the four locality follows the Clusters prioritization workshop held in October 25, 2005 in which over forty participants from the private sector, MOTA, MOPIC, NGOs and other key stakeholders.

B. Methodology Approach

SIYAHA's approach will be to use an established PRA (Participatory Rapid Appraisal) method that is a tool promoted by the World Bank in order to ascertain the community attitudes, capacity, and attributes.

The PRA survey methodology will be customized to account for specific issues and objectives of tourism highlighted in the National Tourism Strategy and the Tourism Value Chain. The PRA tool process will allow a representative sample of volunteers and stakeholders from the community to assess the specific strengths, weaknesses, opportunities and strengths embedded in their community and locality with respect to the tourism industry.

The PRA process entails several steps, the first of which is to seek approval and commitment from key stakeholders and ministries (including MOTA, Ministry of Interior, MoPIC, and USAID). The second stage is to undertake a public awareness session in which community leaders and local NGOs are informed of the SIYAHA and PRA project objectives. With the help of the community, twenty to thirty volunteers are recruited and trained by SIYAHA consultants over five days, on conducting the PRA. The volunteers then partake in the design and execution of a five day field research project that focuses on interviews with the community. The results are compiled by the SIYAHA consultants, and used to support SIYAHA to improve the tourism product, enhance community participation, and identify gaps and issues that it can address through BDS support, grants or otherwise.

SIYAHA is planning to self perform the first four PRA's but should and will aim to promote the methodology with NGO's, BDS providers, and the MOTA for future use in their tourism development projects.

Please see Annex A for further description of the community assessment methodology that is primarily based on the PRA methodology.

ANNEX A

Community Assessment Participatory Rapid Appraisal (PRA)

This document demonstrates the methodology of PRA assessment as follows:

- A. Definition
- B. Objectives
- C. General Tools
- D. Specific Tools to be developed for Tourism Participatory Appraisal
- E. Process of the PRA
- F: Schedule of Implementing the PRA
- G: The final output of the PRA (will be developed by international & national consultants) are under the following categories

A. Definition:

The PRA is learning experience with local community and from them; aims at evaluating and analyzing the available opportunities and taking decisions regarding the directions of the development programs and projects.

B. Objectives

The general objectives of the PRA are as follows:

- Socially:
 - To identify existing social networks
 - To assess the attitudes of community members towards tourism development
 - To provide recommendations of the best scenario for monitoring (change in) attitudes of community members towards tourism development
- Economically:
 - To determine existing economic activities at local level
 - Discuss and identify impacts of tourism development on locals' livelihoods both at household and community level
 - To provide recommendations in the final report, including listings of possible future tourism products, economic projects and outreach programs
 - To provide list of potential investors / worker from the local community
 - Identify high potential tourists

- Environmentally:
 - To identify available resources at community level
 - To identify services, programs and projects at the study area
 - To identify the environmental impact of tourism development

C. General Tools:

There are a variety of tools (& methods) that are used during the PRA exercise in order to elicit community participation in the generation of information. These tools (& methods) can be classified into three broad categories.

1. Visualized analyses
2. Interviewing and sampling
3. Group and team dynamics

These methods can be used singularly one at a time or in a combination of two or three. More often for the PRA team to get full participation of the community, all the three are combined for best results. The method(s) to be applied at any particular instance will depend on the type of information required, the communities' understanding of the method and/or the tool being applied.

1. Visualized analyses

1.1. Participatory mapping and modeling

Participatory mapping is marking, coloring, and drawing on the ground by rural people with minimum interference and instruction by outsiders. They use local materials such as sticks, stones, grasses, wood, tree leaves, colored sand, etc. plus outside materials like chalk, pens, and paper.

There are several types of maps and models such as:

- resource maps
- social maps of residential areas of villages / communities
- topical maps - e.g. collection sites for medicinal plants, water points, soils, etc.
- impact monitoring maps e.g. pest attack, soil erosion, deforestation, and afforestation.

1.2 Participatory diagramming

People have shown their capacity to produce and understand diagrams of different types, using seeds, fruits, stones on the ground as well as pens and paper. As for every other tool, it is essential to repeat with different informants, representing diverse interests of various social groups such as men, women, old, young, poor and wealthy.

1.2.1. Trend lines

Trend lines show quantitative changes over time and can be used for many variables such as:

- yields
- area under cultivation
- livestock population
- prices
- population size
- birth and death rates
- rainfall
- food production
- environmental degradation
- deforestation
- education
- employment rates
- soil loss

The trend lines will help the PRA team understand the community members' perceptions of significant changes in the community over time. These tools will focus community attention on positive and negative changes over time in terms of resource use and on its traditional resources management practices.

Data collected on trend lines are important because:

- topics indicate what people consider important;
- the direction of trends is significant even if the change cannot be quantified or is statistically inaccurate because it shows how community members view their ever changing situation;
- the process of discussing resources use trends in various groups will bring out important resources management issues for preparing the Community Action Plan (CAP).

The PRA team should collect information on trends according to what the community deems important, covering a period of 10 to 40 years. The list will vary from one community to another, but a core set of trends should include changes that need to be investigated as per the objectives of the PRA. Whereas, the timeline (historical profile) focuses discussions of elderly people and long-term residents, trend line exercises can include much younger people/participants. Leaders of community-based groups are important. As many people, both men and women, should be included in the discussions because their comments reflect first hand experience. Therefore, full involvement of women is critical. All ecological zones in the study must be included.

1.2.2 Seasonal Calendar

Seasonal calendars explore seasonal constraints and opportunities month-by-month or season- by-season throughout the year. They help present large quantities of diverse information in a common time frame. They identify cycles of activities that occur in a community on a regular basis, like the common periods of environmental problems or opportunities over the course of a normal year. The yearly cycles are important in determining for example:

- labor availability and demand
- potential absorptive capacity for new activities
- timing for project activities
- times of disease
- times of food shortage
- variations of cash flow (income expenditures)
- soil loss
- rainfall pattern
- pest occurrence
- wildlife crop damage
- food prices
- illness
- harvest times
- fuelwood availability

Themes to be recorded will vary from community to community.

The PRA team should work with the community to identify priority issues focusing on themes that show variability within a year and therefore present special problems and require special answers. Data should be collected from community groups. If a community has distinct ecological zones, groups should be selected from each so that difference in cycles based on ecological zones are reflected in the calendars.

1.2.3. Venn diagrams

- Venn diagrams are used to gain insight on the community's understanding of linkages and relationships of different systems e.g. institutions, livelihoods.
- Circles represent people, groups and institutions. They are drawn in such a manner to represent degree and type of relationship.
- Innovations may include:
 - drawing lines between circles and main circle (of community) with the thickness of the line representing strength of relationship.
 - drawing wider circles for stronger relationships
 - drawing wider and closer circles to the community circle to represent stronger linkages.

Example:

1.2.3.1. Institutional analysis chart

The goal of this chart is for the PRA team to gain an understanding of the roles of local organizations and perceptions of local people about them and for participants to become more aware of the roles that local institutions play in community development.

It helps the community and PRA team:

- learn about activities of various groups and organizations within community expeditiously;
- understand how the community views these institutions and how they rank them in terms of their contribution to development;
- assess relationships among institutions by creating a diagram showing institutional importance and interaction.

The information collected here is important especially at later stages of the PRA process as it helps:

- to identify possibly community entry points which can be strengthened;
- to inform about the institutional framework within which the CAP is being developed;
- the community to perceive agencies, people, and organizations, reflect their role within the community and how best they can begin to form closer linkages for further development.

1.2.3.2. Stakeholder/Decision-making analysis

The objectives of this exercise is a) to understand the relative importance of stakeholders and their stake in a particular resource and b) to understand who makes decisions about natural resources management.

Approach:

This task is normally carried out by the facilitators with the community after they have gathered data (through social mapping for example) on the different stakeholders and their relative interest, or stake in a given resource.

The different stakeholder groups (e.g women, pastoralists, poor, sawmillers, etc.) are put in a circle in accordance with the perceived relative importance of their stake. The bigger the circle, the more

important that stakeholder group is with respect to the resource in question.

On the diagram, a campfire is drawn in the centre. Stakeholder groups are analysed with respect to their decision-making power and authority. Those who are the most important decision-makers are placed closest to the campfire (so that they can see, keep warm, prevent others from getting close), and those who are the least important, further away.

A visual diagram is built up. Lines may be drawn to show the linkages between the decision-makers and other stakeholders. A circle can be drawn around the main decision making groups, leaving those stakeholders who do not have decision-making power outside the principal circle.

This tool helps to ensure that we do not ignore important stakeholder groups from either the decision-making or the actual stake/dependence on the resource.

1.2.4. Pie Charts

Pie charts are used to understand different resource contributions to livelihood, constraints, needs and opportunities for the whole community or individual households.

Participants can draw pie charts on various topics, for example:

- expenditure
- post harvest losses
- land use (tourism related enterprises)
- family income

1.2.5. Mobility map:

The mobility map tells you the degree of contact the community has with the outside world. This, to a large extent will influence the way they deal with changes as a result of their experiences elsewhere. The length of the line connecting the community and the destination is an indication of the relative distance. The thickness of the line shows average numbers of people who travel to that place. Thus, the wider it is the more people go to the particular place.

Indicating the time of the year, week or month along the arrow, it helps the PRA team to recommend periods when certain activities pertaining to interventions can best be arranged with the community for the most positive results.

1.2.6. Daily routine diagrams and activity profiles

1.2.6.1. Daily routine diagram

The daily routine diagram helps us to collect and analyze information on the daily pattern of activities of community members and to compare the daily routine patterns for different groups of people (for examples, women, men, old, young, employed, unemployed, educated, uneducated) and seasonal changes in these patterns. Community members should be encouraged to draw their own daily routine diagrams.

It is similar to a seasonal calendar in that it helps identify time constraints (shortages) and opportunities. For example, it can help in identifying the most appropriate time in the day for a training course for women.

The daily routine for an individual can be completed through an interview, direct observation, or both. It is useful to crosscheck results by using more than one method.

1.2.6.2. Daily activity profile

The daily activity profile adds a spatial dimension on the activity diagram and shows a person's mobility during a typical day.

1.2.7. Matrices

Matrices are used to study, collect, analyze and compare information on diverse subjects such as resources use, resources use conflicts, constraints, opportunities, resources availability trends, and many other topics.

It is a very important tool in PRA because of its flexible and adaptable use covering a wide range of topics. Matrix construction generates a lot of discussion by the community in coming up with the variables to be included in the matrices. Details and explanations of these variables generate important information for the team. Matrices are also good tools used to rank problems, opportunities, preferences and wealth.

2. Interviewing and sampling

2.1. Historical profile/Time line

This tool is a record of important events in the history of the community over the years. It helps the PRA team better understand what local, national, and international events the community considers to be important in its history, and how it has dealt with natural resources issues in the past. Discussions provide a good opportunity to ask elders about previous trends and traditional community responses, as well as about the possible opportunities to resolve current problems.

2.2. Direct observation

Direct observation of important indicators is vital to crosscheck findings. The indicators can also be used to generate on-the-spot questions to ask community without formal questionnaires.

Methods of direct observation include:

- Measurement with use of tapes, scales to measure field sizes, distances, weight and volumes of produce in the field
- Indicators such as objects, events, process or relationships which are observable directly e.g. type of housing related to socio-economy, vegetation showing soil fertility, types of dress;
- Recording in notebooks, record sheets, photographs, sample of objects (weeds, leaves, pests, infested crops etc..)
- Sites such as markets, places of worship, homes, schools, places of entertainment, roads, water points, etc..)
- Use of the senses such as smell, taste, sight, hearing, touch (participate/share in community activities);

2.3. Transect walks

A transect is a diagram of land use zones. It compares main features, resources use, problems and opportunities of different zones.

2.4. Tourism sketches/household interviews

Tourism sketches show individual decisions on resources use and practices re: management. They enable the PRA team to compare resources use, opportunities, problems and strategies in different zones. They compare, on a relative basis, socio-economic status within the community in terms of standards of resources management, productivity, and income. Sketches reveal differences in tourism attractions, products and services, site management, and other variables of household and resources use. Whatever families decide on resources management affects collective decisions, opportunities and environmental impact of the whole community.

2.5. Interviews and group discussions

2.5.1. Group interviews

These interviews are used to obtain community level information. They have several advantages which include providing 1) access to a large body of knowledge, 2) immediate cross-checking on information, and 3) opportunity to easily single out members with divergent views for further discussion.

Groups of more than 25 people become difficult to manage for group interviews. At this stage, the logical step is to further break up the group. Group interviews have limitations, e.g. 1) are not useful to discuss sensitive issues, 2) can be misleading if the facilitator is thought to have power and control benefits, and 3) may reveal people's ideas and not what really exists (however, triangulation can reveal the true picture).

2.5.2. Focused group discussions

Discussion is held on predetermined topics, with individuals who share characteristics such as gender, profession age, challenges, etc. Thorough preparation is required.

2.5.3. Semi-structured interviews

Semi-structured interviewing is guided discussion where only some of the questions are pre-determined and new questions come up during the interview.

The interviewers prepare a list of topics and questions rather than utilizing a fixed questionnaire.

Semi-structured interviews are held with:

- Individuals: For representative information, interviews are held with a number of different individuals on the same topic.
- Key informants: For specialized information, these individuals have special knowledge which others do not possess (e.g. midwives on birth complications).
- Groups: For general community-level information.
- Focus: To discuss a specific topic in detail.

3. Group and team dynamics

3.1. Team contracts

Considerable attention has to be paid to team group dynamics. Group mixes are carefully chosen. Evening discussion and morning brainstorming sessions are integral parts of the PRA. Each group has to monitor their interactions during interviews with community to provide feedback which will help provoke attitudinal changes among the PRA team members.

Team contracts entail agreements reached amongst group members on how to conduct themselves during the field work, and how to deal with challenges as they come up. The question to ask is "what would I do if....?" Ask that question in the following examples:

...one PRA team member is always giving negative criticism.
...the information that you collected during the PRA seems to contradict your secondary data sources.

3.2. Self-correcting notes and diaries

Each team is encourage to keep a private diary or series of notes to focus on where (s)he, the outsider, would like to see things improve in subsequent sessions. Examples of issues to consider include:

- Where were the problems?
- What could be done to avoid these problems?
- Who might be able to provide some solutions?
- What worked well?

3.3. Rapid report writing

Most analysis and report writing has to be done in the field within the community. This is easier said than done to full satisfaction of the group. However, the team should be able to record all their findings before dispersal of their members to their own organizations. This crucial phase of report writing is made easier by 1) writing a brief summary of each diagram and 2) writing up the process in a diary form.

The final report for the PRA should be based on the objectives of the study. Chapters can be divided according to objective, with the first chapter giving an introduction, and a general overview of the village/community. The last chapter can focus on the community action plan. A summary of all the findings in catalogue form, with no clear relationship to PRA objectives will not be useful.

3.4. Case Studies

In case studies volunteers have to write case studies of the present situation. The case studies could be related to family's profile, site's profile... The volunteers are given practical examples to work with. The examples represent practical situations. Case studies are presented in writing.

D. Specific Tools to be developed for Tourism Participatory Appraisal:

These tools will be developed by the help of international, national and local consultants to best suite the community level of education, involvement, demographic distribution, source of information and depth of data available.

The specific tools will target the following categories:

1. Profiles

- 1.1. Visitors Profile
- 1.2. Economic Profile
- 1.3. Social Profile
- 1.4. Visitor Expenditures
- 1.5. Residents' Income and Employment from Tourism
2. Attitudes
 - 2.1. Resident Attitude
 - 2.2. Local Tourism
 - 2.3. Regional Tourism
3. Attractions
 - 3.1. Tourism Attractions
 - 3.2. Accessibility
 - 3.3. Public Services / Facilities Inventory
 - 3.4. Lodging Facilities
 - 3.5. Food Services Facilities
4. Identify High Potential Visitors
5. Identify Potential Products and Projects

E. Process of the PRA:

One of the principles that makes PRA an effective tool is that it involves rapid and progressive learning. The process begins with:

a) Site and key stakeholders Selection

JTP will decide on the site-based clusters, define scope and PRA objectives.

b) Setting PRA Objectives

The PRA topic is "Tourism Development". A set of PRA objectives and focus areas will be developed with the SAYAHA consultants and stakeholders; further developments, input and refinement will take place with community members.

c) Review of Secondary Data

Having an overview of the area that you intend to work is important because it sheds some light on the issues likely to be encountered during the PRA. It will influence planning for the PRA as to what organizations, institutions and departments may be important to be invited to the PRA. There could also be various projects already going

on, or others that were started, and for various reasons, may be stalled. An understanding of the underlying factors will help in pursuing other alternatives during the PRA exercise with the help of the community.

Sources of Secondary Data

- Reports
- Books
- management plans
- key informants
- project plans
- maps

Information from secondary sources will form a bias upon which primary data from the community will be crosschecked, used in volunteer training and input.

d) PRA Action Plan

Attending a workshop with the presence of 4 national consultants, 1 international consultant and JTP team will result in developing an initial PRA action plan. The workshop will take one or two days where the international consultant will contribute to the development of PRA objectives and out-puts, and the local consultants will develop their PRA action plan and PRA tools.

e) Preliminary Visits (Pre-appraisal dialogue)

Visits are made to the site at which the appraisal will be carried out. It is essential to obtain the prior informed consent of local leaders and communities before embarking on a PRA exercise in a village / community.

The objective of preliminary visits & meetings will be:

- inform change agents, local administration, and leaders about the objectives of the intended PRA exercise;
- clarify to community/municipality representatives any issues that they may not understand about PRA, answer questions and remove any existing doubt;
- formally extend invitation to villagers to take part in the PRA, that would lead to a long-term development plan;
- make logistical arrangements e.g., chose a PRA venue, identify communities that may be part of the PRA team that would facilitate interactions in the area;
- explain to the local leadership the role of the local people and members of the PRA team in the whole process;

- explain to the local leaders the objective of the PRA exercise.

Other specific aims are:

- Discussion of governors' role in the upcoming activities (arranging the visits and meetings of stakeholders with the international consultant)
- Identifying local consultant(s)
- Identifying location of conducting meetings
- Identifying one or two active and strong NGOs
- List of key persons / stakeholders
- Collect information & reports regarding the clusters

f) Public Awareness

The local consultant will hold a public awareness sessions for community members and potential volunteers. One or tow meetings with community stakeholders will be conducted.

g) Forming the PRA team

A local consultant and 20 volunteers will be recruited from each site. The number and composition of the PRA team might vary. The list of organizations and individuals to be invited for the exercise is drawn and official invitation is made informing them of the site, objectives, and dates of the PRA.

g) PRA training for the team

Training is an expensive exercise but has long-term benefits. It is therefore dependent on availability of resources and secondly, on the long-term benefits accruing from holding such a training. The training will take 5 days.

The training should cover at a minimum some of the following topics/sessions (in Arabic, with supporting material):

- Introduction
- Tourism industry and the benefits
- The National Tourism Strategy
- What is the Tourism Value Chain approach
- Tourism Assessment and Product Development
- Survey methodology and planning
- Discussion on each

h) Data/Information Generation

During the generation of information, the 20 volunteers, the national & the international consultant will work together implement the PRA action plan. A variety of different methods are used. Every field work day will start with brain storming and ends with data discussion and analysis.

i) Concept Paper

An international consultant will work closely with JTP team to analyze the PRA results. A concept paper will be developed by the international consultant aiming at highlighting possible tourism developments in that area.

j) Report Writing

Writing up the information into a clear, usable document is very important part of the PRA process.

F: Schedule of Implementing the PRA:

The local consultants will be on board on Nov. 13th, 2005.

- Their program will be as follows:

Nov. 19 – 20, 2005	: Orientation with international consultant & developing the initial plan of the PRA
Nov. 23 – 24, 2005	: Awareness for local community & recruitment of local consultant & volunteers
Dec. 4 – 8, 2005	: Training for local volunteers
Dec. 10 – 15, 2005	: Data collection & Analysis with full participation of local community, including review and follow-up workshop
Dec. 18, 2005	: Submitting English summary & recommendations
Dec. 23, 2005	: Submitting final report

G: The final output of the PRA (will be developed by international & national consultants) are under the following categories:

1. Information & Sales
2. Travel & Destination
3. Arrival & Orientation
4. Lodging
5. Attractions & Activities
6. Sectoral
7. Product Development
8. Infrastructure
9. Services
10. Tourism
11. Social
12. Economic
13. Tourism Supporting Education
14. Local & National Plans
15. Site Management
16. Product lines